

Communicating the MWR Brand

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The Situation:

While various market groups may be familiar with and use one or more MWR programs or services, recognition of MWR as a comprehensive package of benefits is poor:

- What's available?
- How do I find out?
- Who can I ask?

The Objective:

To develop a coordinated, cohesive brand for Army MWR to build a high level of awareness and long-term loyalty among all stakeholder groups.

The Army MWR Philosophy

Soldiers are entitled to the same quality of life as the society they are pledged to defend.

The MWR mission:

- Fosters and supports improved productivity
- Mental and physical fitness
- Individual growth
- Positive values
- Personal and family well-being

The MWR Messages

Soldiers and their families are entitled to the same quality of life as the Americans they pledge to defend --- MWR is vital to that quality of life.

The Army cares about soldiers and families and the Army's investment in MWR reflects that sense of caring.

As headquarters for Army MWR, the Community and Family Support Center (CFSC) is committed to providing the highest quality MWR programs that support soldiers, Department of the Army civilians, retirees and their families. America's best deserve the best.

MWR, the Brand

The MWR brand is...

- A valuable asset
- Identity and reputation
- A constant in a sea of change MORALE WELFARE RECREATION
- 'People" based, ties of emotion

.....who we are

MWR is for all of your life



Available

Soldiers

Spouses

Children

Teens

Retirees

DoD Civilians

U.S.ARMY

Affordable

Predictable

Qualit y

At "Front Doors", MWR Looks Like.....

Recreation & Leisure

- Dining & After Hours Bowling Centers
- Outdoor Recreation Libraries
- Golf Courses
- Arts & Crafts

- Automotive Skill Shops
- Community Recreation Centers
- Sports & Fitness Army Entertainment
- Better Opportunity for Single Soldiers (BOSS)

Family Activities & Services

- Army Community Services Child & Youth Programs
- Army Family Action Plan Child Development Centers
- Army Family Team Building

Travel

- Army Lodging Paths Across America
- Armed Forces Recreation Centers Offdutytravel.com
- Installation travel services

.....In Short

Some program and service messages are communicated....

...but not a unified MWR message



Lack of consistency causes confusion and lack of awareness among target audiences

- Soldiers

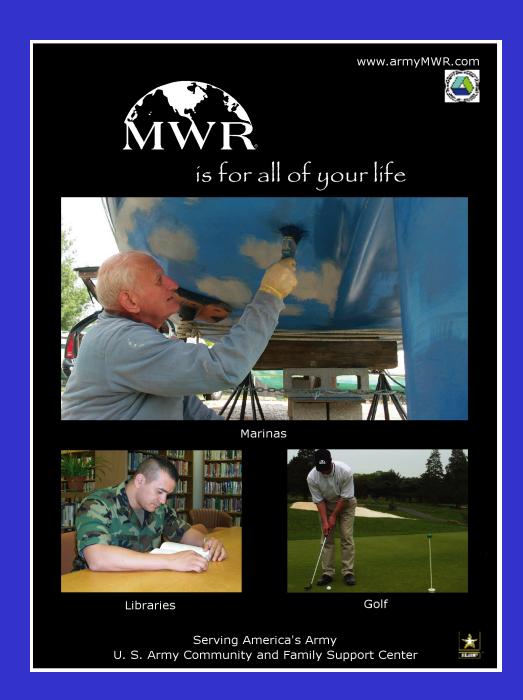
- DA Civilians Americans at large
- Family members Army Leadership -Legislators

How to Tackle the Problem?

Multi faceted approach began in Winter 2001

Stage 1: "Kick start" Advertising Campaign

Goal: Dramatically increase exposure to MWR, display the wide variety of MWR programs and services, build personal connections with MWR







is for all of your life



Bowling



MWR Deployed



Pools.

Serving America's Army U. S. Army Community and Family Support Center



Building the MWR Brand is a Longterm Commitment

Stage 2: Develop a strategic approach to a corporate communications and branding effort, incorporating short, intermediate and long-term objectives

Goal: Increased loyalty in the eyes of current and potential customers through building a strong strategic position

The Picture of Our Objective



Increased MWR awareness

Increased discovery/usage

Long-term loyalty to

MWR Brand WR Experience

Predictable Experience

- *Consistent
- *Intentional
- *Differentiated
- *Valuable

Random Experience

- *Consistent
- *Intentional
- *Not differentiated
- *Not valuable
- *Inconsistent
- *Unintentional

Hill and Knowlton Becomes A Key Strategic Partner

- Establish a base for launching a direction to build an inherent understanding of the programs, services and issues that surround the Army MWR brand
- Determine a strategic position for the Army MWR brand in the eyes of current and potential stakeholders, and identify ways to express the message(s) that correspond with the position

Mission and Objectives

Mission:

"Build and deploy a positive, unified Morale, Welfare and Recreation (MWR) brand image to current and potential program users, to MWR employees at all levels, to the Army Command and to the American public."

Objectives:

- Effectively communicate what, where, and who is MWR through a brand identity that is consistent and recognizable
- Increase awareness, demand and participation through a strategic approach to branding and communications, incorporating short, intermediate and long-term objectives

Communications Plan Stages

Completed:

- Assessment
- Core Communications Framework
- Draft Strategic Communications Plan

Next Step:

Complete and implement pilot program to test positioning,
 messages and channels

After Pilot:

 Complete comprehensive communications plan based on results





Assessment A Fractured Brand Image

Inconsistent Experiences and Communications Means...

- MWR means different things to different people
- MWR looks different at each installation
- MWR sounds different depending on who is communicating

The Net Effect

- Messages are being lost or diluted and are failing to reach or resonate with soldiers and other target audiences
- Many who stand to benefit most from programs and services are unaware of offering
- Participants do not connect MWR to job satisfaction, unit readiness, family preparedness or the Army's care and concorn for thom

Core Communications Framework

Core Communications Framework Components

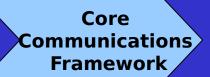
Building a solid communications framework establishes the Army MWR brand character and voice and serves as the basis for all strategic communications activities.

Includes:

A: Strategic Positioning and Messaging

B: Brand Identity and Voice Guidelines

C: Communications Channels



Facets of MWR Brand Identity

Self-Reliance

- Life-skills
- Preparedness

Renewal

- Health & Fitness
- Cultural Activities
- Escape

OPTIONS Convenient Affordable Quality

Community

- Social
- Activities

Building

Team

Peace of Mind

- Child Care/Developmentship
- Personal Safety Net

Growth

- Self
- Discovery
- Learning



Logo/Visual Identity

MWR logo is a permanent part of the visual identity for MWR and should be used to identify all programs, services and facilities. This logo should be consistently and prominently printed on all promotional and collateral materials including local Web sites, brochures, newsletters, posters and flyers. The MWR logo should have dominant placement. Other logos should be visually subordinate to MWR logo. Efforts to distort or change logo should not be permitted.



Components of the Plan

Initial Roll-Out, Training and Promotion

- 1: Benchmarking
- 2: Executive Roll-Out
- 3: Supervisor/Program Manager Roll-Out
- 4: Speaker Identification and Alignment
- 5: Vehicles and Material Development
- 6: Content Stewardship

Ongoing Tracking and Response

Program Pilot Program Overview

Pilot Program is a miniature enactment of the overall program outline.

Challenges to system-wide launch of the MWR identity

- Logistical coordination across installations and across communication functions
- Costs
- Army MWR has a slightly different "face" at each installation
 - Communications tailored to fit the local character of each installation

Solution

- Develop and implement a "pilot" program at three installations.
 - Test communications vehicles and activities



Pilot Program As Related To Overall Program Outline

Strategic Communications Plan Outline

Phase I: Communications Framework

Task 1: Strategic Positioning and Messaging

Task 2: Identity and Voice Guidelines

Task 3: Strategic Communications Plan

Phase II: Initial Roll-Out Training, Promotion

Task 1: Benchmark

Task 2: Executive Roll-Out

Task 3: Speaker Identification and Training

Task 4: Program Manager/Supervisor Roll-Out

Task 5: Vehicles and Materials Development

Task 6: Content Stewardship/Message Integration

Phase III: Ongoing Tracking and Response

Task 1: Measurement

Task 2: Perceptual Re-Alignment

Task 3: Alignment Communiqués

Pilot Program

"Miniature Enactment" Pilot Program

Pilot Program As Related To Overall Program Outline

PILOT PROGRAM

Initial Roll-Out Training, Promotion

Task 1: Benchmark

1.1 Perceptual Survey

Task 2: Executive Roll-Out

2.1 Executive Meetings

2.2 Executive Communiqués

Task 3: Speaker Identification and Training

3.1 Voice Guidelines Document

3.2 Roving Brand Ambassador Training

Task 4: Program Manager/Supervisor Roll-Out

4.1 Promise Cards

4.2 Program Manager Rally

Task 5: Vehicles and Materials Development

5.1 MWR Brochure

5.2 Temporary Signage/Banners

5.3 Evolving Poster Campaign

5.4 Web-enabled Brand Splash

5.5 Armed Forces Day – Event and Related Materials

5.6 MWR "Whole Life" Character Costume

5.7 MWR Deployed Materials

5.8 Independence Day – Event and Related Materials

5.9 Quarterly MWR Activity Calendar

Task 6: Content Stewardship/Message Integration

6.1 Content Review

Ongoing Tracking and Response

Task 1: Measurement

1.1 Perceptual Survey Re-test



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Core Strategic Pilot Strategic Communications Framework Plan

DRAFT Strategic Pilot Strategic Communications Plan

Operational Plan

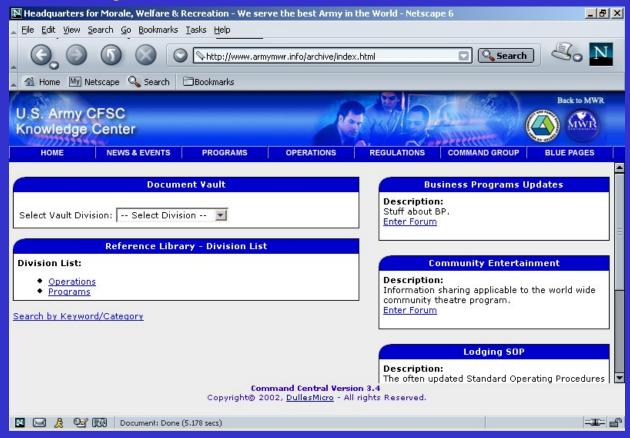
1 Aug 2002

Community and Family Support corporate Center Websites:

armyMWR.com ■ US Army Community and Family Support Center - Netscape 6 _ B × File Edit View Search Go Bookmarks Tasks Help http://www.armymwr.com/corporate/ Morale, Welfare & Recreation - We serve the best Army in the World - Netscape 6 _ B × 1 Home My Netscape Search Bookmarks earch Go Bookmarks Tasks Help Back to MWR US ARMY COMMUNITY Search AND FAMILY http://www.armymwr.com/ SUPPORT CENTER Search Bookmarks Operations "MWR is for all of your life." where you are > Corporate Homepage My Installation Home News & Events Welcome MWR Professionals! MWR Programs Please click on News to find out the latest in the world of the MWR Professional Professionals Operations Click here for information and to register for the MWR Biennial Conference. Regulations Command Group xternal hyperlinks doe Resources Privacy & Security | Search/Site Map | Jobs | Advertising Information | AAFES Shopping | ACSIM | Help/Comments Army MWR. This site was designed and programmed by Americaneagle.com, Inc

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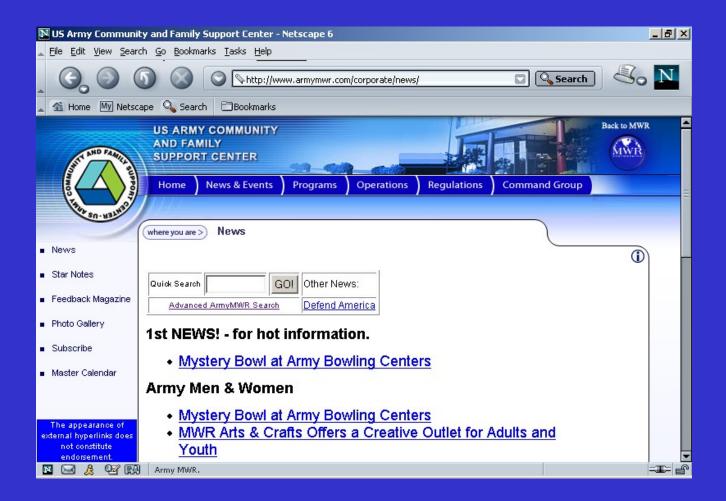
Public Affairs



Star Notes



News



Ezines

- -Opt-in Subscription
- -Casual
- -Informative
- -Non-invasive
- -Secure
- -Balances with website

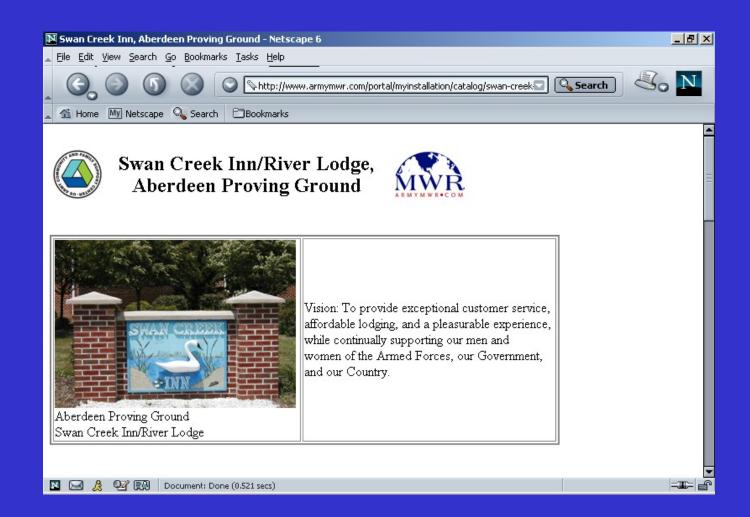
Jobs



Travel



My Facility



My Installation

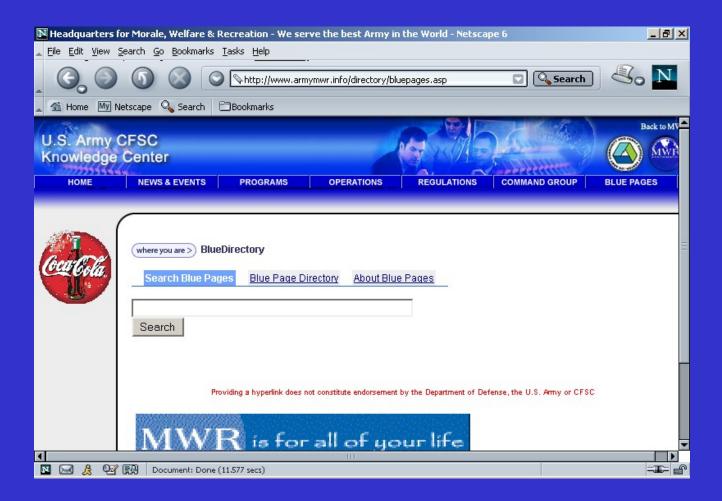


Where are We Going

- -Advertising
- -Installation Banner Exchange
- -Facility/Service Inventory
- -MWR TV
- .
- -
- -

http://www.americaneagle.com/previews/army/home.c

Camo Pages



Shared Global Ads

